AIR WAR COLLEGE

AIR UNIVERSITY

Reshaping Millennials as Future Leaders of the Marine Corps

by

LtCol Stacey L. Taylor, United States Marine Corps

A Research Report Submitted to the Faculty

In Partial Fulfillment of the Graduation Requirements

Advisor: Colonel Thomas Bruno

4 February 2016

DISCLAIMER

The views expressed in this academic research paper are those of the author and do not reflect the official policy or position of the US government, the Department of Defense, or Air University. In accordance with Air Force Instruction 51-303, it is not copyrighted, but is the property of the United States government.

Biography

Lieutenant Colonel Stacey L. Taylor is a student at the Air War College, Air University, Maxwell AFB, AL. A career Marine Corps manpower officer, LtCol Taylor has served as a Marine Division Deputy Assistant Chief of Staff, G-1, a mentor to the Afghan National Army G-1, and as a Personnel Observer / Trainer with the Joint Staff J-7. He commanded the Headquarters and Support Battalion at the School of Infantry, East in Camp Lejeune, North Carolina. A graduate of Morris Brown College in Atlanta, GA, he earned his commission through the Morehouse NROTC program and earned his Master's Degree in Business Administration from the Florida State University.

Abstract

Three generations of Marines now serve in the Marine Corps, including Baby Boomers, Generation Xers, and Millennials. Each generation has unique characteristics that influence how they prefer to lead and be led. Marines of the millennial generation are vastly different from their predecessors. They have a tendency to question the status quo and put less priority on careers while seeking a balance of work, family, and personal time. Millennials are also characterized as energetic, enthusiastic, and creative, all positive attributes needed to keep the Marine Corps relevant in the future. With these characteristics, Millennials may be viewed as both high-maintenance and high-performance individuals.[1] This poses challenges to the Baby Boomers and Generation Xers who are responsible for shaping Millennials to be the Corps' upcoming senior leaders. With the proper leadership, Millennials' unique qualities can be harnessed to build an effective and committed workforce for the future of the Marine Corps.[2]
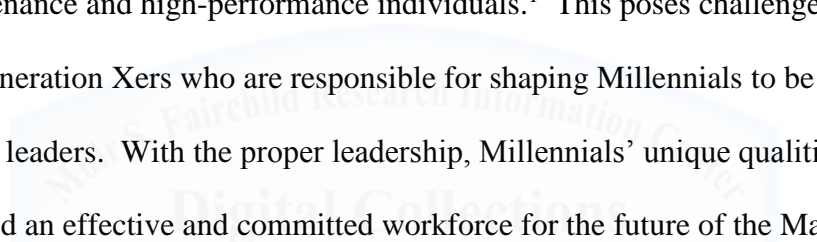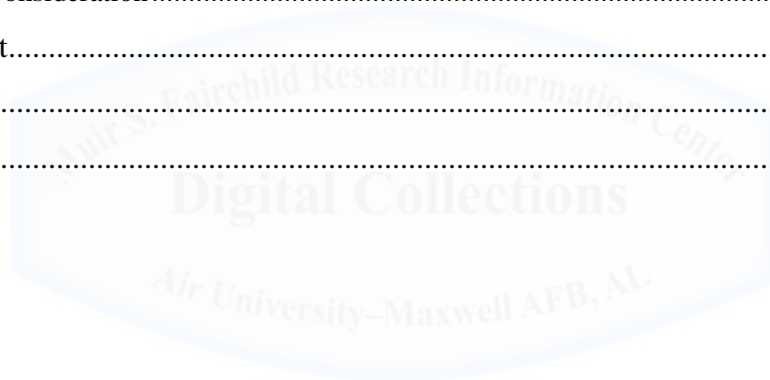
Table of Contents

Introduction

By many accounts, Millennials are unlike preceding generations. Their unique view of the world leads to misunderstandings among the different generations in today's workforce.[3] The generations preceding the Millennials are a more rugged, individualistic group who believe in a command-and-control management approach. Baby Boomers and Generation Xers value working individually, view managers as experts, and look to their employers for career planning. In comparison to Millennials, they also like to establish clear boundaries and possess an inward-looking perspective. These characteristics are understandable as Baby Boomers and Generation Xers grew up during a time when conducting research required a trip to the library and a stroll through the index card file. In contrast, Millennials represent continuous learners, collaborators, optimistic, achievement-oriented, socially conscious and highly educated individuals who grew up with technology.[4]

The Marine Corps' personnel encompasses Baby Boomers, Generation Xers and Millennials, characterized by their unique generational traits. More importantly, Millennials make up the majority of the Marine Corps' junior to mid-grade personnel and provide the bulk of its fighting force. This enigmatic group of young people will emerge as senior commanders and policy makers responsible for shaping the future Marine Corps. Hence, there is a need for Marine leaders to better understand Millennials and adapt current leadership styles to better engage them.[5]

Employing the elements of transformational leadership-to include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration-will aid Marine Corps leaders in dealing with the millennial generation in the workplace. Marine Corps leaders will be better able to imbue Marines of the millennial generation with the honor, courage,

and commitment needed to serve the American people, protect enduring national interests, and fulfill the nation's military responsibilities with the application of transformational leadership.

As described by leadership theorist Peter G. Northouse, transformational leadership is a process in which a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower.[6] Transformational leadership changes and transforms people because it aids leaders in understanding individual emotions, values, and ethics, establishing standards, and achieving long-term goals. It also includes assessing follower's motives, satisfying their needs, and treating them as full human beings, not simply workers. When incorporating charismatic and visionary leadership, transformational leadership involves an exceptional form of influence that moves followers to accomplish more than what is usually expected of them.[7] Each of the components of transformational leadership helps build follower commitment in different ways.[8]

This paper will first describe the characteristics of each generation represented in the Marine Corps. It will then highlight the challenges associated with leading multiple generations of Marines serving in the Corps. Next, this paper will explain how leaders can employ the elements of transformational leadership to instill members of the millennial generation with the DNA expected of Marines while taking advantage of their generational characteristics. Lastly, it offers a counterargument to the author's thesis.

Generations

In order to overcome the challenges of leading multiple generations of Marines, leaders must first understand generational characteristics. Leaders must grasp generational demographics, the events that shaped their lives, their work styles, and the key messages to keep in mind when developing and motivating these members of the workforce.[9]

Baby Boomers

The Baby Boomer generation represents individuals born during or after World War II between 1943 and 1960,[10] Baby Boomers represent an older generation and have tremendous influence in the workplace. As America was one of the few developed nations not destroyed by war, Baby Boomers experienced a period of high prosperity unlike any other generation in American history. Anyone seeking work could find a job, enabling them to have a comfortable middle class existence because of the conversion of wartime factories to peacetime manufacturing. While the rest of the developed world made attempts to recover and rebuild, American businesses enjoyed a period of growth based on the purchases by Europeans and Japanese as they sought to rebuild. This period of affluence and privilege influenced how Baby Boomers saw America and life in general; especially, in the workplace. [11]

In the workplace Baby Boomers are extremely hardworking, loyal, and motivated by position, perks and prestige. They relish long work weeks and define themselves by their professional accomplishments. Since Baby Boomers sacrificed a great deal to get where they are in their careers, this workaholic generation believes that younger generations should pay their dues and conform to a culture of overwork. Baby Boomers also criticize Generation X and Millennials for a lack of work ethic and commitment to the workplace.

Confident, independent and self-reliant, Baby Boomers grew up in an era of reform and believe they can change the world. Questioning established authority systems and challenging the status quo, this generation is not afraid of confrontation and will not hesitate to challenge established practices. They welcome exciting, demanding projects and strive to "make a difference." Yet, Baby Boomers equate work and position with self-worth and introduce competition to the workplace. They are clever, resourceful and strive to win. Baby Boomers

believe in hierarchal structure and rankism and may have a hard time adjusting to workplace

flexibility trends. This career focused generation believes in "face time" at the office and may

fault younger generations for working remotely; which distinguishes them from Generation

Xers.[12]

Generation X

Raised in two income families, as latchkey kids, or as children of divorce, Generation

Xers became resourceful, independent, and self-sufficient.[13] Born between 1960 and 1980,[14]

Generation Xers arrived during the greatest anti-child phase in modern American history

underscored by legalized abortion, the invention of birth control, working mothers, and absent

fathers.[15]   The divorce rates in the United States more than doubled from the late 1960s to the

early 1970s and the number of working mothers in the workforce doubled between 1969 and

1996. Consequently, working single moms headed many households causing approximately 40

percent of Generation Xers to return home from school to empty houses. Many children

experienced a childhood and youth marked by a lack of supervision with excessive household

and family responsibilities. The lack of coddling in childhood created a later generation of

parents who coddle their kids' every whim, often described as over-parenting or "helicopter

parents."[16]

Several events that occurred during the formative and adolescent years of Generation

Xers caused them to become cynical, distrusting authority and large institutions like

corporations, religious organizations, and the government. Some of these events included the

Iran-Contra affair, Three Mile Island nuclear disaster, Space Shuttle Challenger tragedy,

widespread layoffs of the 1980s, the "dot com" boom and bust of the 1990s, corporate greed, and

the Clinton-Lewinsky scandal. The recent great recession around 2008 underscored and validated that cynicism as Generation X led the Occupy Wall Street movement.[17]

Although Generation X is a highly-educated generation of Americans compared to previous generations, many Generation Xers struggled to find jobs after college. This experience helped nurture their entrepreneurial spirit including the famous entrepreneurs who founded Google, Twitter and Amazon. Generation Xers value work-life balance because they know "the job you sacrifice everything for" may disappear tomorrow. Unlike previous generations, they work to live, rather than live to work. As they entered the work force, America shifted from a manufacturing economy to a service economy. Along with the difficult economic times of the 1980s, this shift caused the parents of Generation Xers to lose their jobs. As a result, Generation Xers frequently change jobs to get ahead and limit their commitment to any one employer.[18] They do not see the need to give their all to a job that may go away while losing their family in the process. The result is a group of independent workers who possess the knowledge, skills, and abilities to get the job done along with making time to coach sports in the fall, winter, and spring and serve as Boy Scout troop leaders to the next generation.[19]

Millennials

Millennials, born between 1980 and 2000,[20] emerged as the focus returned to children and family. Brought into being in the days of reliable birth control, legalized abortion, and a cultural shift toward parenthood, Millennials are the most wanted generation of children in American history.[21] Unlike their predecessors, Generation Xers who represented latchkey kids, children of divorce, and kids with two working parents, the upbringing of Millennials consisted of "helicopter parents" who hovered over them their entire lives. Their parents made themselves available to save the day when they ran into problems. Parents micromanaged Millennials

ensuring their schedules included extensive participation in sports, school activities, and play dates.   Millennials enjoyed very little unstructured time while the parents shuttled them from one activity to the next. Parents have advocated for this generation more than ever before; challenging poor grades, negotiating with sports coaches, visiting college campuses to argue on behalf of their child, and attending military recruiting interviews with their Millennial.[22]

Many "-isms" like: terrorism, heroism, patriotism, and globalism aid in shaping Millennials.[23] Acts of terror headlined the news during their most formative years including the bombing of the Murrah Federal building in Oklahoma City, the Columbine High School and other school shootings, and the September 11, 2001 terrorist attack in the United States. Out of these first two –isms, Millennials observed the re-emergence of the American hero, policemen, firemen, mayors, and military members, and heard the word "hero" repeated more than it had been in the prior 10 years. The attacks brought back the patriotism that dissipated from the Boomer and Xer generations. Stores could not keep flags on the shelf because they sold out quickly as Americans displayed them on their homes and cars. College students also took a greater interest in politics--patriotism was back.[24]

The message delivered to Millennials differed from Generation Xers and Baby Boomers. They learned the importance of a good education and were told they were special. In order to ensure their child made significant achievements, some parents searched for the right preschool before their birth; while others hired private agents to find the right college. Television emphasized this idea through programs like Nickelodeon and advertisements like Baby Gap and Sports Illustrated for Kids. In contrast to Boomers and Xers, the upbringing of Millennials included more tolerance of other races, religions, and sexual orientations while being interdependent on family, friends, and teachers.[25]

The Challenge

Why do generational traits and characteristics matter to the Corps? With three generations of Marines serving in the Corps, the values, ambitions, views, and mindsets of each cohort can conflict, causing challenges for the leader/follower relationship. The three generations - Baby Boomers, Generation X, and Millennials - possess unique work ethics, perspectives on work, and preferred ways of leading and being led. At no previous time in our history have various generations, with such differences and diversity, worked together.[26] The sounds of generations in conflict are heard in dining facilities, barracks, professional military education sessions, and hallway conversations. In their book, *Generations at Work…,* generation expert Claire Raines and coauthors Zemke and Filipczak provide several cliché examples…

- "They have no work ethic. They're just a bunch of slackers."
- "So I told my boss, 'If you're looking for loyalty, buy a dog.'"
- "In the old Corps, a Marine would not fathom to question his leader!"
- "I have a new rule. I will not attend meetings that start after 1700. I have a life."
- "If I hear 'We tried that in '87' one more time, I'll hurl in his wrinkly, old face."[27]

Few Americans understand their own generation in context, so managing or leading this mélange of ages, faces, values, and views generates difficult duty for Marine leaders.[28] In the times of uncertainty and anxiety, Marine leaders experience the world and the military's role in it; generational differences are tension producing and are potential pressure points. These leaders increasingly live and work in a world of diminishing commonalities in values, where the interdependent and virtual nature of the work force often depends on collaboration and compromise. An explicit need exists for understanding and overcoming generational and

communication differences to create positive ends for the Marine Corps and the Marines who serve in it.[29]

Members of the millennial generation joined the Boomer and Xer generations now serving in the Marine Corps. They bring a unique set of expectations and attitudes related to serving in the Corps. Some experts concluded that leading millennials represents more leadership challenges than previous generations. Beyond an expectation for a life/work balance, Millennials bring to the job other attitudes – viewpoints constructed through environmental observations – the product of profound societal and technological influences.[30] The Marine Corps must recognize these attitudes and address concerns through a contemporary and institutionalized leadership model, if the Marine Corps is to imbue this contingent of young men and women with the values of honor, courage, and commitment expected of all Marines.[31]

Robert Wendover, Director of The Center for Generational Studies, says millennials came of age in an era of mass media, technology, and convenience which had a significant impact on their perceptions toward the workplace. He asserts that societal and political influences, such as corporate and political malfeasance, downsizings, and layoffs taught millennials to challenge the system, doubt the judgment of leaders, and not feel obligated to any one job. Furthermore, the strong technological influences and availability of cell phones, Personal Data Assistants, and computers created a "point-and-click, menu driven" mentality in Millennials. Mr. Wendover asserts that these influences contributed to Millennials needing a much higher degree of direction, structure, and stimulating work environment than previous generations.[32] More than ever, leaders need to model ethical and appropriate work behavior, be very specific in their directions, tell millennials why they are doing what they are doing and how they are doing while keeping them busy. This interaction translates into more personalized

attention and feedback to millennial Marines when compared to previous generations.[33] In order to meet this challenge, Marines leaders should employ the elements of transformational leadership.

Elements of Transformational Leadership

Idealized Influence

One factor of transformational leadership is idealized influence which describes leaders who act as strong role models for followers.[34] This factor is a value-based element that leads to emotional bonds between leaders and followers who transcend their self-interests because of their belief in a collective purpose. Such transcendence results from the followers' identification and internalization of the vision and values of the leader. A charismatic relationship cultivates trust, respect, admiration and commitment to the leader and the future of the organization.[35]

Leadership experts, Bass and Riggio, declare that leaders who behave consistently with the values they espouse can more easily build commitment to a group or organization's values, goals, or standards of behavior.[36] For example, an article printed in the *Military Times* described how Marine General Joseph Dunford, while serving as the Commander of the International Security Assistance Force modeled the behavior expected of his subordinates. By being inclusive, connecting with his subordinates, and not accepting the status quo, General Dunford made a lasting impression on his command. His team noticed that every time he visited the Afghanistan presidential palace, General Dunford changed out of his combat uniform into his full-dress uniform, demonstrating respect for the Afghan government and people that he wanted to permeate throughout his command. Every Marine leader should adhere to the idealized influence factor of transformational leadership in order to mold the Corps' Millennials into what we need them to be which coincides with inspirational motivation.[37]

Inspirational Motivation

Another factor of transformational leadership is inspirational motivation. The major characteristics of inspirational motivation include optimistically and enthusiastically articulating a clear and appealing view of the future while expressing confidence, encouraging team work and inspiring high standards of performance.[38] Transformational leaders elevate people from low levels of need (focused on survival) by appealing toward their inborn desire to attain higher levels (related to love, learning, and leaving a legacy and the like).[39] Leaders can accomplish this through motivational speeches, highlighting positive outcomes, and appealing to their followers' own interests.[40]

According to Bass and Riggio,[41] leaders use inspirational motivation to build emotional commitment to a mission or goal. The transformational leader encourages values, beliefs, and responsibilities while simultaneously arousing physical and emotional excitation. He or she also aims to inspire followers to consider the moral values involved in their duties as members of their unit, organization, and profession.[42] For example, during the Civil War, Abraham Lincoln preached the vision of America through his speeches and writings, thereby mobilizing the North to end slavery and preserve the Union.[43] Raised with structured schedules, hovering parents, and hands-on teachers, Millennials seek a vision and a plan to achieve goals. Similarly, Marine leaders should provide a vision with an execution plan and ensure Millennials understand how their jobs fit into that vision. They should also provide direction and close oversight, and give feedback so Millennials understand how their actions support a given purpose, which demonstrate key aspects of intellectual stimulation.[44]

10

Intellectual Stimulation

Another element of transformational leadership is intellectual stimulation which leaders use to get followers to reexamine assumptions, seek different perspectives, and encourage nontraditional thinking. Intellectual stimulation includes leadership that stimulates followers to be creative and innovative and to challenge their own beliefs and values as well as those of the leader and the organization.[45] In order to raise followers' awareness of problems as well as develop their capability to solve such problems, transformational leaders foster a climate that favors critical examination of commonly held notions, beliefs, and the status quo. They also create an environment conducive to sharing knowledge, heightening sensitivity to environmental changes, and empowerment by imposing the leader's idea only in the absence of viable ideas from the followers.[46] Such leadership behavior encourages followers to think for themselves, reengineer work processes and be more creative.[47]

By employing intellectual stimulation, the transformational leader further increases his followers' commitment. The leader enlists the education, concerns, and experiences of the follower in a joint effort to deal with problems in a creative way. Unusual approaches can emerge. For example, a U.S. Army noncommissioned officer in World War II, when challenged with a mobility problem, figured out how to quickly convert tanks into bulldozers to cut through the Normandy hedgerows, and was empowered by his leadership to convert the tanks.[48] Carol Axten, a doctoral student at the University of Maryland, acknowledged that Millennials are tech savvy gurus who can process information on the internet with lightning speed.[49] Whereas previous generations would have to read a manual to play a never before played video game, a Millennial could take it out of the box and operate it immediately. The Millennial generation developed electronic intuition and an eagerness to embrace opportunities to innovate. The

transformational leader will provide the environment for them to be creative, realizing that

because of their lack of experience, Millennials will make mistakes. The willingness of the

millennial generation to test the limits requires leaders who will allow them to take risks. This

generation must learn how to take calculated risks and how to learn from their mistakes.[50] Like

the transformational leader, Marine leaders should use honest mistakes as teachable moments to

further develop Millennials while encouraging future initiative, one of the core values expected

of Marines.

Individualized consideration

Individualized consideration ranks among the major characteristics of transformational

leadership. The transformational leader treats each follower as a "whole" individual rather than

as an employee, and considers the individual's talents and levels of knowledge to decide what

suits him or her to reach higher levels of attainment. A transformational leader applies

individual considerations by listening to each follower's needs and concerns, expressing words

of thanks or praise as a means of motivation, making public recognition of achievements and

initiatives, and undertaking individualized career counseling and mentoring. Transformational

leaders treat others as individuals with different needs, abilities, and aspirations and get them to

appreciate the benefits of diversity. They also help others develop their knowledge, skills and

abilities. As a result, followers began to value personal learning and development and may

appreciate the breadth of knowledge, skills, and abilities associated with collaborating within a

diverse team.[51]

Bass and Riggio state that individualized consideration enhances commitment as

followers feel their personal career needs are being met.[52]   The coaching and mentoring

provided by their leaders instill in them a sense of increased competence to carry out orders.

Through individualized consideration, the transformational leader meets the Millennials' needs of wanting to be heard and to receive feedback. Raised to be confident and to share their feelings and ideas, they tend to be outspoken. Leaders should not underestimate Millennials' ability to acquire knowledge based on experience because they can prove very knowledgeable as a result of Internet surfing and an expanded social network.[53] Secretary of State Colin Powell's guidance to his new staff at the State Department is an example of this leadership, one that leaders of Marines should emulate. According to the book, *Leadership Secrets of Colin Powell,* he told them: "You will find an open style, you will find me bouncing in, you will find me wanting to talk to the field officers. I want to hear the rough edges of all arguments. I don't want to concur things to death and coordinate things to death so I get a round pebble instead of a stone that has edges on it. I want to hear from you, I want to get all the great ideas that exist throughout the Department."[54]

Counterargument

In her article titled "Millennials Bring a New Mentality: Does it Fit?" in the U.S. Naval Institute's *Proceedings* magazine, Commander Darcie Cunningham, U.S. Coast Guard, poses the question: "how can [Millennials] acclimate to the highly traditional, structured U.S. military?" She begins by noting several behaviors that are supposedly unique to Millennials: that they "posture to work only the bare minimum number of hours required;" that their customs and courtesies are eroding;" that "there are an increased number of negative confrontations between very junior members and senior leadership;" and that "texting is becoming the primary mode of communication and used to jump the chain of command." She then offers that Millennials need to be educated, course corrected, and evaluated on whether they will "truly be able to adapt to

the service." The author's solution to acclimating Millennials mirrors the transactional

leadership style best known by the generations previous to Millennials.[55]

According to Bass and Riggio, transactional leaders are those who lead through social

exchange.[56] Transactional leadership, therefore, focuses on leaders' and followers' self-interests

and involves an exchange in which followers work to receive benefits or to avoid penalty or

punishment.[57]   A transactional leader influences subordinates through a *quid pro quo* exchange,

such as the below example:

- Contingent reward: the leader uses rewards or incentives to achieve results when
  [Marines] meet expectations such as a unit training holiday for no DUIs during a defined
  period of time.[58]

- Passive management by exception: the leader uses correction or punishment as a response
  to [Marines'] unacceptable performance or deviation from accepted standards

- Active management by exception: the leader actively monitors subordinates' work and
  uses corrective methods to ensure that the work meets accepted standards

The transactional style of leadership, or the "do it because I said so" model, focuses on the

present. The core of transactional leadership is to get things done in the short term. However, it

does not focus on building lasting bonds between the leader and his followers. For example, in

the Vietnam War, when the Marine Corps assigned replacements to the front lines to strengthen

combat units, unit leaders were often compelled to use transactional leadership because of

limited time and resource pressures of battle. However, the goal of Marine Corps leadership is to

create bonds between Marines with the strength to motivate them even when the leader is not

present. In order to build the kind of lasting bonds that enhance the commitment we seek in our

Marines, specifically our Millennials, we will need to apply a higher order of leadership: transformational leadership.

Rebuttal

US Army Brigadier General James Schwitters, Commander of US Army Training Center in Fort Jackson asserts that fear and intimidation used during training is no longer as effective as it once was.[59] Millennials do not respond to shouting and offensive treatment but connect with those that lead by example and respect those who have earned it. Unlike before, their intolerance of hierarchy means that authority is no longer synonymous with respect. Commanders should be more authentic and approachable, yet not overly soft-hearted. Commanders must also prepare to give rationales behind their decisions, be fluid, open to questions, and cognizant not to misinterpret inquisitiveness as a challenge to authority.

Carol Axten points out that Millennials want to be heard.[60] Their upbringing altered the way Millennials relate to authority. Being more educated than their predecessors, they want to know the reason and intent of an instruction before carrying it out. Education taught them to think rationally and independently. Thus, the traditional "do as I say" is not effective. They symbolize a byproduct of an education where teachers were more lenient towards their students in an effort to encourage creativity and curiosity. Additionally, the parents of Millennials often pampered and sheltered them, provided more attentive to their needs, and encouraged them to raise questions every time they were in doubt. This upbringing makes them more apt to question authority and more intolerant of traditional hierarchical structures. They prefer communicating through interactivity rather than the authoritative command and control communication styles typical of a military organization.

According to Axten, leaders need to express the desire for openness and an acceptance of opposing opinions. Marine leaders should not assume that Millennials are questioning authority but embrace their unique characteristics of curiosity, increased adaptiveness, and sometimes unrealistic expectations. Suspending judgment about Millennials' curiosity and not viewing "why" as challenging authority but rather a reflection of their higher education as "thinking" Marines[61] may be the first step in a leader's ability to apply transformational leadership in bridging the communications barrier with Millennials. Understanding the tendency of Millennials to search for efficient solutions as being adaptive rather than perceiving it as being lazy may empower them to perform more creatively. By empathizing with their unrealistic expectation as a form of optimism, a transformational leader may motivate Millennials to work harder for the unit by guiding them towards more realistic approaches.

Conclusion

It is inevitable that Marines of the millennial generation will one day make up the senior leadership of the Corps. According to the 2015 Marine Corps almanac, Millennials make up 86% of the active duty enlisted force and 40% of the active duty officer corps.[62] Like the Boomers and Xers preceding them, they have their own unique characteristics, including their strengths and weaknesses. They have been perceived negatively by the previous generations as lazy, spoiled, unrealistic, and disrespectful of authority.[63] These perceptions may be the result of the different circumstances and environments under which each generation was raised.

With the proper leadership, harnessing Millennials' qualities can build an effective and committed workforce for the Marine Corps. Achieving this goal requires understanding this generation's unique characteristics and adapting a leadership style to better engage it rather than stifle its natural talents. By employing the elements of transformational leadership, Marine

leaders have unlimited opportunities to instill the values of honor, courage, and commitment within Millennials and make them the Marines the Corps and nation needs them to be. Marine leaders should ensure those in command positions at all levels are trained to maintain a delicate balance between empowering Millennials and providing them with direction, discipline, and cohesion to act with the right sense of mission.[64]

Notes

1. Carol Axten, "Millennials at Work, the Advice of Great Leaders," *Defense AT&L,* Mar-Apr 2015.

2. Fu Wei'en, and Nah Jinping, "Understanding the Millennial Generation: Developing a More Effective workforce for the Future SAF," *Pointer, Journal of the Singapore Armed Forces*, October, 2013, 1

3. Jessica Brack, *Maximizing Millennials in the Workplace* (UNC Kenan-Flagler Business School 2012), 2.

4. Ibid, 3-4.

5. Wei'en, Understanding the Millennial Generation, 1.

6. Peter G. Northouse, *Leadership, Theory and Practice* (United States: SAGE Publications, 2016), 162.

7. Ibid., 161.

8. Bernard M. Bass, and Ronald E. Riggio, *Transformational Leadership*, *Second Edition* (Mahwah, New Jersey: Lawrence Erlbaum Associates, 2006), 36.

9. Ron Zemke, Claire Raines, and Bob Filipczak, *Generations at Work, Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace* (United States: Performance Research Associates, Inc., 2000), book flap.

10. Ibid., 3.

11. John R. Grubbs, *Surviving the Talent Exodus*, *Navigate the Perfect Storm for Generational Change in the Workplace* (United States: Parcam Press, 2012), 20.

12. Sally Kane, "Baby Boomers,"

http://legalcareers.about.com/od/practicetips/a/Babyboomers.htm

13. Grubbs, *Surviving the Talent Exodus*, 22.

14. Zemke, *Generations at Work*, 3.

15. http://www.jenx67.com/who-is-generation-x

16. Ibid.

17. Ibid.

18. Grubbs, 22.

19. http://www.jenx67.com/who-is-generation-x

20. Zemke, *Generations at Work*, 3.

21. Jean M. Twenge, *Generation Me*, *Why Today's Young Americans are More Confident, Assertive, Entitled-and More Miserable than Ever Before* (New York, NY 10020: Simon & Schuster, Inc., 2006), 6.

22. Ibid, 76.

23. Claire Raines, (*Generations at Work: Managing Millennial*, 2002),

http://www.generationsatwork.com/articles/millenials.htm

24. Ibid.

25. Ibid.

26. Zemke, *Generations at Work*, 9-10.

27. Ibid, 11.

28. Ibid, 25.

29. Ibid, 13.

30. Ron Prindle, "The Millennial Generation in the Military: Contemporary Challenges in Communication and the Case for Servant Leadership" *International Journal of Humanities and Social Science* 1, no. 10 (August 2011): 113.

31. Ibid.

32. Ibid.

33. Ibid.

34. Northouse, *Leadership, Theory and Practice*, 167.

35. Dr. Cossin Didier & Dr. Jose Caballero, "Transformational Leadership, Background Literature Review," June, 2013, 6.

36. Bass, *Transformational Leadership*, 36.

37. Brig Gen John E. Michel, USAF (ret), "Commentary: 4 No-Fail Traits of Exceptional Leaders," *Military Times*, February, 2015.

38. John J. Sosik, *Leading with Character, Stories of Valor and Virtue and the Principles They Teach, Second Edition* (United States: Information Age Publishing, Inc., 2015), 28.

39. N. Nayab, (*Characteristics of Transformational Leadership*, May, 2010), http://www.brighthub.com/office/home/articles/71743.aspx

40. Ibid.

41. Bass, *Transformational Leadership*, 36.

42. Ibid., 37.

43. Axten, Millennials at Work.

44. Ibid.

45. Northouse, *Leadership, Theory and Practice*, 169.

46. Nayab.

47. Sosik, *Leading with Character*, 28.

48. Bass, *Transformational Leadership*, 37.

49. Axten, Millennials at Work.

50. Ibid.

51. Sosik, *Leading with Character*, 28.

52. Bass, *Transformational Leadership*, 37.

53. Axten, Millennials at Work.

54. Ibid.

55. Darcie Cunningham, "Millennials Bring a New Mentality: Does it Fit?" *Proceedings*, 2014.

56. Bass, *Transformational Leadership*, 3.

57. www.mc.edu/rotc/files/1013/1471/9570/MSL_202_L09a_Transformational_Leadership.

58. J.E. Lackey, G. Kamena, & P. Calvert, "Millennials and Transformational Leaders: A winning Team for the Future – Part 2." *Fires*, 2011, 38-41.

59. Wei'en, Understanding the Millennial Generation, 7.

60. Axten, Millennials at Work.

61. Wei'en, Understanding the Millennial Generation, 7.

62. https://marinecorpsconceptsandprograms.com/almanac

63. Wei'en, Understanding the Millennial Generation, 8.

64. Ibid.